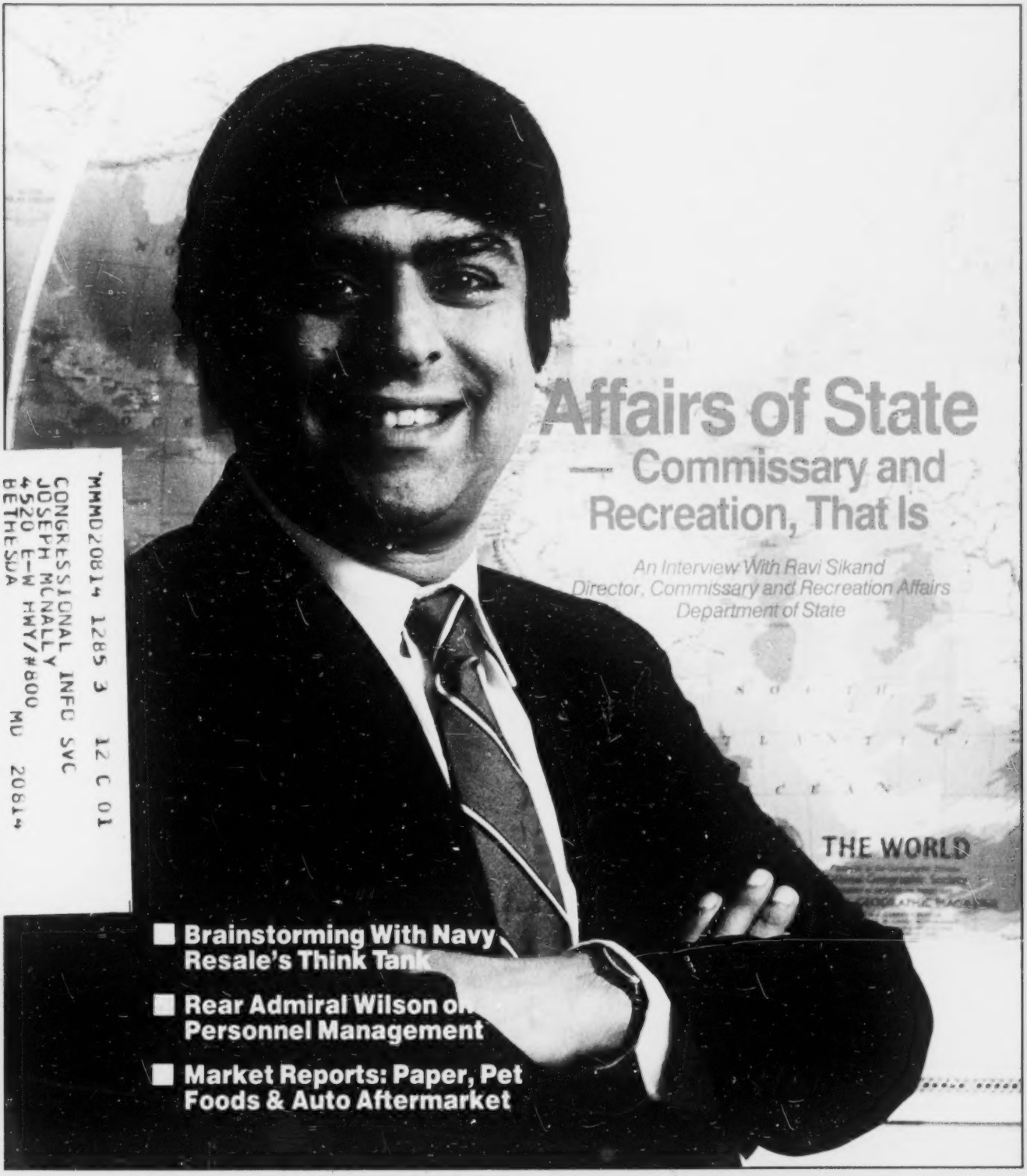
C8710-1

MAGAZINE FOR THE MILITARY RETAIL SYSTEM ARMY TIMES PUBLISHING COMPANY DECEMBER 1985 $2.00



Affairs of State — Commissary and Recreation, That Is

An Interview With Ravi Sikand
Director, Commissary and Recreation Affairs
Department of State

'MMMD20814 1285 3 12 C 01
CONGRESSIONAL INFO SVC
JOSEPH MCNALLY
4520 E-W HWY/#800
BETHESDA MD 20814

- **Brainstorming With Navy Resale's Think Tank**
- **Rear Admiral Wilson on Personnel Management**
- **Market Reports: Paper, Pet Foods & Auto Aftermarket**

contents

DECEMBER 1985 VOL. 36, NO. 12

Ravi Sikand discusses his office. — page 19

NAVRESSO's boss talks personnel. — page 24

4 **Editorial**

6 **News** — AAFES expects to be ready for credit cards before Christmas. DPSC's name brand test is dropped. The so-called "Whopper-Stopper" amendment gets looked at and analyzed. Grocers' group files suit against commissary suppliers. Cigarettes have become a controversy for the commissaries. Students are drafting a report on VCS. And is there an AAFES realignment ahead?

16 **Letters to the Editor** — A reader finds our new design "refreshing."

18 **Market Report** — Plastics expand to preparation: Small items in a big market.

19 **Cover Story** — Affairs of State: commissary and recreation affairs, that is, with Ravi Sikand.

24 **On the Firing Line** — Rear Admiral Donald Wilson discusses personnel.

29 **System of the Month** — An intellectual SWAT team uses its experience to ponder the problems NAVRESSO may face.

32 **Market Report** — Cats claw at dog lead: Pet food marketers watch the latest counts on dogs and cats.

34 **Market Report** — Auto aftermarket's new face: Joining convenience stores to gas stations is one new way to get this market.

38 **Opinion** — Exchanges enter the 20th century.

40 **Bits & Pieces** — Get ready for January markdowns.

41 **Supplier Notes**

42 **New Products**

44 **Promos**

45 **Classified Ads**

46 **Military Market Index**

47 **Com-Ex Comix/Ad Index**

48 **Calendar**

COVER DESIGN BY MIRIAM MacPHERSON COVER PHOTO BY TRACY WOODWARD

Military Market

serving the military resale system

EDITOR
Nancy Tucker
MANAGING EDITOR
Robert A. Devaney
ASSOCIATE EDITORS
Jenice Armstrong, Jay Blucher, Anne Roketenetz
OFFICE MANAGER
Ann Nutt
NEWS SERVICE
Martha Craver, Chief; P.J. Budahn, Rick Maze, Paul Smith, Sharon Young
ART DIRECTOR
Miriam MacPherson
STAFF PHOTOGRAPHERS
Kate Patterson, Tracy Woodward
ADVERTISING MANAGER
Kirk Brown
CIRCULATION
Paul A. Binkowski
EDITORIAL PRODUCTION
Elianor McCoy, Don Ponton
ADVERTISING PRODUCTION
Ann-Marie Saunders
EXECUTIVE OFFICES
6883 Commercial Drive
Springfield, Virginia 22159-0210
(703) 750-8676
ADVERTISING SALES OFFICES
1 Citicorp Center
153 East 53rd Street
New York, New York 10022
(212) 753-1040

Army Times Publishing Co.,
A Division of The Times Journal Company

PRESIDENT
William F. Donnelly
EXECUTIVE VICE PRESIDENT
Henry L. Belber
SENIOR VICE PRESIDENT
Joseph G. Varga (Advertising)
VICE PRESIDENTS
Michael Bella (Production)
Thomas B. Moore (Circulation)
Robert E. Schweitz (Editorial)
ASSISTANT EDITORIAL DIRECTOR
James S. Doyle
ADVERTISING DIRECTOR
Nat Kornfeld

Copyright 1985, The Times Journal Co., Army Times Publishing Co.—Trade Division. The material in this publication is copyrighted and may not be reproduced in whole or part without written permission of the publisher.

MILITARY MARKET, (USPS 911-580): Published 12 times a year by the Army Times Publishing Co., a division of The Times Journal Co., Springfield, Va. 22159-0210. Single copies: $2; except January Buyers Guide, July Almanac & Directory: $5 each. Yearly subscriptions in the U.S.: $20; to civilian addresses outside the U.S.: $25. Second class postage paid at Springfield, Va. and additional mailing offices. **POSTMASTER:** Send address changes to Military Market Magazine, Springfield, Va. 22159-0210.

COVER STORY

Affairs of State

Commissary and Recreation, That Is

An Interview With Ravi Sikand, Director, Commissary and Recreation Affairs, Department of State

Just two years old, this small State Department office helps embassy employee associations with purchasing support, financial planning and central communication — organizing decentralized groups over which it has no control. The director discussed the activities of the office and associations with Editor Nancy Tucker.

What does the Office of Commissaries and Recreation Affairs do?

The purpose of establishing this office was to provide support to all employee associations — at the recommendation of people within the Department of State.

These had gone from little operations to big dollar amounts out there. When the office started in November–December 1983, it was primarily myself and Dottie Dunham, who worked half-time. Now Dottie has assumed the deputy director position, and we've increased our personnel.

Basically, we have two purposes. One is to provide support and that means everything from helping the associations if they're looking for suppliers, looking to consolidate purchases with other overseas embassies, to getting bulk order purchases. That's the support side of it.

The other side is to provide financial analysis of their operations. We also get into having a look at their audit reports, and we analyze those. We send out statements to them. We make sure they have insurance, bonding, contingency funds — everything that will ensure that they have a well-run operation over there.

We also implemented a management information system. We have a 141-question document, and this will be sent out every year. It gives us a profile of every single association.

From Day One, it was a double operation.

We're more of a support-oriented office. We are not policemen. We're not inspectors, we're not GAO, we are not any of that.

You've also instituted a program of fairly regular communication with the associations by telex.

Yes, we get out close to 85 to 100 telexes a week, answering their concerns, though it runs the whole gamut.

Do you have a headquarters-run publication that communicates with the associations on a regular basis?

No, and the reason we didn't get into that is that we would need *them* to initiate it on a regional basis. It wouldn't pay for me to start something, for instance with Europe, when the European network has their own suppliers, their own good contacts, their own freight corridors. For me to suggest that they should consider somebody out of Miami would be foolish. Those people out there know best.

That's why we're having these regional conferences. We had one in Mexico City this past March, getting the commissary managers from all of Central and South America. It was the first time ever that we got everybody together.

It was an opportunity whereby we told them what the department's concerns were, summarizing what the inspectors had found out, reiterating to them what the regulations stipulate, talking about suppliers, problems, stressing the importance of Buy American.

We also talked about accessorial charges. DoD has very high accessorial charges. I had a cable come in today from Tokyo saying that DoD is hitting them with 18 percent accessorial charges.

What are accessorial charges?

If you're DoD and I'm a USA embassy, and I come to you to buy my stuff from your operation, I have to pay an 18 percent surcharge.

We're very concerned about it back here. DoD's logic is that this represents their cost to transport the goods and stuff like that. It's statutory, so we can't get away from that. We've tried to.

That's why we have something called the Commissary Support Program to tell the posts that there are other alternate sources for buying thing.

What do you consider an alternate source?

They could go directly to the wholesaler, the same people that DoD goes through. They can buy directly from them.

There are close to 400 suppliers that we have a relationship with. I tell the ones that have come in here: "The associations will pay you cash up front." I know for a fact that we can get the associations very good prices — better than a lot of other government agencies or the GSA schedule — because the associations are willing to pay cash on the line. That's the understanding I have with

"We're more of a support-oriented office. We are not policemen. We're not inspectors, not GAO. We are not any of that."

my suppliers. "They will pay you up front and therefore give them the breaks the way you do for someone paying cash."

That works out very well. Whether it be exercise equipment or photography, anything . . . The posts need that kind of stuff. We will mail out suppliers' catalogs, their price lists and a cover letter from myself saying, "We received this and if you want to consider them, then by all means do so."

Do employee association people ever work with the DPSC Supply Bulletin?

Yes, some of my post associations do, but it's really only the ones out in Europe and, to a degree, the ones out in the Pacific that have some sort of close link with the military, because there are military installations there. The way it is now, if you don't have a U.S. military installation nearby, you can't get the support.

So even though the military sometimes supports its own people at remote locations by having someone shop at a commissary and then ship the stuff, they won't do that for you?

No. The military, with their planes and whatever, they transport the stuff, but they will not transfer ours. And if they do, it's probably on a space available basis and it also involves charges.

That would be pretty expensive after awhile.

It is. A lot of my associations are backing away from that because of the accessorial charges. It's something like 17 percent or 18 percent, by statute. There's nothing we can do about it. We also know of posts where it's 21 percent. We've seen such a difference in surcharges. There's no consistency.

I would think that the farther a post were from a major military installation or depot, the higher that might be.

Logically, it's supposed to be like that, but a lot of times there's no rationale.

It's so decentralized that some of their people will enforce it and others will not enforce it. I'm not going to go in and say, "Hey, you must be consistent." I'm not going to tell them what kind of regulations they should have. All I know is it's becoming a serious problem that's going to increase the cost for our personnel, because a lot of times DoD is the only good source for groceries.

They're the only people who are shipping American goods in bulk anywhere within the region.

Exactly. I know for a fact that a lot of my African posts have to come in to New York to buy their meat. If they could buy from the military in Europe, that would be much more logical. But I'm sure they've done some cost analysis.

Have you talked with any people in DoD about this?

Yes, I have, and we haven't gotten anywhere.

We went to Europe about two years ago and brought it up to some of their personnel out there. We dealt with the Secretary Korb's office a while back, and they came out with a decision, like, "This is what it is, and we're sorry. Those are our regulations."

They have told my people overseas that these charges represent their actual true costs. Maybe it's a high accessorial charge because they're shipping in American carriers.

Do the associations work with both the commissary agencies and the exchange agencies?

Yes, with the exchange agencies if they need some exchange-type goods. DoD has been very helpful to us. It's a good operation over there. They're much much bigger than we are, and they've been very supportive. But from what I understand from our own legal department, it would involve legislative action to eliminate the accessorial charge. It's been there so long.

What kind of suppliers are you dealing with — military brokers? Or do you go directly to the manufacturers?

We use very big distributors. A lot of suppliers are not aware of our operations up there. They tend to think commissary, they tend to think military. They don't realize that, even though we're a small group out there, we're a potential market.

If I were a manufacturer of breakfast cereal, and I wanted to make sure that my cereal was on the shelves of all of your commissaries, how would I go about doing that?

We welcome those letters sent to us saying that they'd like to express an interest in terms of supplying.

In response to inquiries, we send out a letter that tells them two things: Attached is a post address. Why don't you communicate directly with them? Otherwise, we can include your literature in our monthly mailing.

To get the widest distribution, I tell them to address their letter to the post administrative officer, who is the ambassador's representative on the association board of directors (each of these associations is run by a board of

"I'm not going to say, 'Hey, you must be consistent.' I'm not going to tell them what kind of regulations they should have."

directors of Foreign Service officers and their family members), as well as to the commissary manager, and to the president of the board.

What we've noticed is that a lot of suppliers like to give the "diplomatic price," which is in effect a wholesale price. They like it because it's a new market, but they like it also because of the prestige. "We are the purveyors to the Department of State associations." They also like it because our associations do pay on the line. They don't have to wait 30 days for payment.

That's very surprising, given the small size of some of the associations.

We have a central fund, close to three quarters of a million dollars, that we put in high interest bearing accounts. It's made up of contributions from the associations. The central fund's purpose is to make interest-free loans to associations for whatever they need. If they wanted to build a tennis court and don't have enough money, they could get an interest free loan from us.

It's really considered along the same lines as a bank. You have to submit your financial statement; we want to review it. You want to know what the post is doing to help, to show that they're sharing in the efforts. It's not a handout.

So, every three months or so, we'll go to the bigger posts and solicit under the name of the Assistant Secretary for Operations. The logic is that one day you might be assigned to Africa or the Middle East or someplace that has a small association and then have to come in for money. That's working out very well.

How long has that fund been working?

Five or 10 years. It's been going on for quite a long time.

What's the biggest loan that you have made?

I forget what it really is, but we make loans for $70,000 to $80,000 to cover groceries. Let's say, for instance, that it would be very cost effective for a post to order full containers for their groceries. They get their best discounts that way. But it takes time to get this stuff into Africa or South America, so by the time they receive the shipment they have to order another one, and they don't have the cash flow because the stuff has not gotten off the shelves. So, if they want an interest free loan to cover that, we'll just do it.

Do you support consulates?

They have an association and are considered individual associations.

Let me give you an example. Guayaquil, Ecuador, has its own commissary association. We consider them independent. They have to file independent financial reports with us, individual audit statements. We treat them individually because they have their own board of governors, their own constitution, their own charters.

Are there associations of associations within a single country?

Let's say Ecuador has two associations. One at Guayaquil, that's a major city, and one in the capital, that's Quito. We correspond with them individually.

So you treat them as two separate organizations?

That's right, because one's a consulate, the other's an embassy. They never really see each other that much. Guayaquil is 600 miles away from Quito. How can anyone have any kind of control of that operation?

Does your office have correspondence with other diplomatic offices?

A lot of foreign embassies are looking at this office as very unique. We are the only Western government that actually has such a support organization. There have been many instances where embassy officials have come into this office, and they've said, "Can you give us help?" And we've said, "Look, we cannot give you help because our business in the State Department is to help American embassies."

However, a lot of posts have consolidated orders — the French, the British, and the Americans are consolidating orders. So if somebody comes in, we'll try to help them.

So maybe somewhere in Eastern Europe, the French, the British and the American embassies all get together to buy Kellogg's corn flakes?

Correct. But that has to be consistent with the host government. The host government has to approve it, and most governments do. I see it from a positive point of view because here are other countries coming to our office and requesting U.S. suppliers.

So it's American cornflakes on British tables in Budapest.

Correct. Exactly. That's the ripple effect.

The British embassy pays the American embassy, and the Americans order for everybody?

Yes. That way you're taking full advantage of the con-

tainer loads. That's something new that we've been trying to push.

If they have the host country's government's permission and if associations can save money on it, then I'm all for it. There's a double purpose there, promoting America and saving money.

We don't give foreign nations full membership in our associations, nor can they come into our commissaries to buy. Our regulations stipulate only U.S. government employees.

Are you saying the Brits can get American liquor through our embassies?

If they're going to come in with consolidated orders they can, sure. They're going to get your Jimmy Beam or whatever it is, that kind of stuff, sure.

Anything the American association is ordering?

This is an individual post decision, if they're going to proceed in that way. The post employees association board of directors has to make the decision, the host country has to cooperate, and the ambassador has to give his stamp of approval to this relationship.

Would it also be possible for the host government to order things in quantity through the association?

I have not heard of any instances.

Is there anything that would forbid that kind of thing?

As a courtesy from the American government since we're there as guests of the country, and if it's for official use and if everybody's benefitting . . . I don't know . . . It's an individual decision out there.

I've gotten phone calls from different governments and I'll say, "I've got a catalogue from this pre-recorded tape manufacturer." We send this stuff out, they pass around the suppliers list, so we know that those suppliers lists get out to foreign governments and other third country diplomats.

Your office is really a conduit as much as anything else.

Yes. A resource.

The conference you had in Mexico City . . . How long did you work on planning that? How many people attended? Was it just the commissary managers, or did it include other association officers, too?.

The first one was down in Mexico City. The post set it up because we like an individual association to be the host. We provide all the logistics in terms of an agenda. The association managers from quite a lot of the South American posts came up. They paid their own air fare — the associations did all that.

It was an educational experience. We came in and told them what our data base system is. We told them how we analyze their financial statements and how we follow up on our audit reports, the importance of the contingency fund, the importance of insurance, that kind of stuff.

In October, Bonn was the host of the first European conference. They've taken it one step further, coinciding that with the Cologne Food Fair. So timing-wise it's been very good.

With the central fund, we were willing to make short-term loans to cover the travel expenses of the people because we wanted everybody to show up.

Now, you might have some Eastern European countries (I don't know that we do, for a fact), where the manager might be a third country national, or even from the host country, and they cannot leave for whatever reason. In those cases, we've encouraged them to send at least a representative, whether it's the board president or somebody, to see what we have to say, to see the latest kind of stuff.

We'd like to get computerized, for instance. The person on my staff who is responsible for the data base system has gone out, and we've come back with the latest type of software that they could possibly use out there. We don't want to direct them to do it; we just want to tell them this is the latest stuff that's out there.

That must get kind of tricky in some countries where electricity is, shall we say, haphazard.

Yes. The Department has that controlled to a degree; you have your transformers, your stabilizers and this kind of stuff because we have other electronic appliances and stuff like that. It can be adaptable.

At the conferences, we're also giving lectures on proper financial reports. We receive these twice a year from the associations. We also give the concerns of the congressional committees that have been looking at us. Audit reports, management controls, what we can do for you, what we cannot do for you, stressing the importance of proper management.

After the Bonn conferece, we'll have one in Tokyo, at the end of November, December, something like that. Then after that, we go down in the Near East. I believe that the embassy in Colombo, Sri Lanka, has offered to be the host.

Basically, we would hit every geographical area. The best benefit is that they're able to share information and to let us know, face to face, the realities of the problems we have overseas.

Some of your commissary managers are family members of people assigned to the post, aren't they?

Yes. In a lot of posts you just cannot attract a manager coming from the United States. We do have arrangements with DoD for them to get training. DoD has hundreds of courses that they give all over the place and on a space-available basis. We work with the Office of Family Liaison, an office within the State Department that tries to help spouses. A lot of our officers out there, their spouses are commissary managers.

Why did the House Government Operations Committee have hearings about the associations a few months ago?

They wanted to have a look at the relationship of the associations towards government contracts. You see, some of our associations overseas serve as contractors to provide various services to the embassies. That's only because you just can't find anybody else to do the work.

You might, for instance, need somebody to do personnel-related clerical work or work on an Agency for International Development project. Maybe AID will come to the association and they'll say, "We can't find anybody in town." Because there's either a lack of education or whatever, the association will provide that person; they will serve as the contractor.

I think that what the Government Ops Committee was concerned about was profits out there, stuff like that.

As a result of those hearings, all contracts now have to come into our offices — all contracts signed with the associations have to come in to be reviewed. We give the guidelines.

Do you have enough people here to do that?

We're trying to move in that direction to get more staff.

Look for the continuation of this interview with Ravi Sikand in the February issue of MILITARY MARKET.

ESTIMATED 1984 SALES BY EMBASSY ASSOCIATIONS

POST	Annual Value Contracts	Revenue Rental Income	Commissary	Restaurant, Snackbar Concessions	Exchange Items	Recreation	Other Services	TOTAL
Abidjan	980,000	0	200,000	22,992	0	0	0	1,206,992
Accra	21,838	75,000	415,851	147,604	0	0	0	660,293
Addis Ababa	312,000	0	95,798	46,000	0	0	0	453,798
Algiers	1,576,908	0	140,000	95,000	0	0	140	1,812,048
Amman	0	0	380,000	0	0	1,250	0	381,250
Ankara	2,055,733	5,296	0	55,336	0	0	0	2,116,365
Antananarivo	0	0	0	0	0	0	0	0
Asuncion	0	0	37,111	0	0	0	0	37,111
Athens	1,436,825	35,000	103,786	58,840	0	0	135	1,634,586
Bamako	0	0	42,633	37,706	0	0	0	80,339
Bangkok	255,879	21,900	2,319,614	0	0	6,330	0	2,603,523
Banjul	0	0	0	0	0	750	2,000	2,750
Beijing	200,000	450	124,843	0	0	0	0	325,094
Belgrade	0	7,800	450,000	0	0	0	0	457,800
Bogota	34,300	21,450	378,000	0	0	0	0	433,750
Bonn Am. TV	75,000	191,565	0	0	0	1,000,000	0	1,266,565
Bonn Comm & Rec	1,218,300	0	1,159,632	1,518,526	1,270,000	101,932	0	5,268,390
Brasilia	144,000	0	192,000	70,089	0	0	20,000	426,089
Brazzaville	380,000	0	0	2,500	0	0	0	382,500
Bridgetown	0	0	0	0	0	0	0	0
Brussels	159,488	16,936	663,593	0	0	0	1,334	841,351
Bucharest	130,000	12,000	120,000	45,000	0	0	189,211	476,211
Budapest	70,000	5,000	0	0	0	1,000,000	0	1,075,000
Buenos Aires	0	0	129,273	0	0	0	0	129,273
Bujumbura	0	0	0	13,956	0	0	1,131	15,087
Cairo	6,218,102	33,000	0	827,883	89,912	0	672,050	7,840,947
Canberra	0	0	186,000	0	25,000	0	0	211,000
Cape Town	0	0	0	0	0	0	0	0
Caracas	286,800	0	105,000	0	0	0	0	391,800
Colombo	0	0	192,000	0	0	0	0	192,000
Conakry	0	0	13,469	0	0	20,000	0	13,469
Copenhagen	0	0	216,000	400,000	0	20,000	0	636,000
Cotonou	88,800	1,200	0	0	0	0	0	89,200
Dakar	0	0	233,225	0	0	0	0	233,225
Damascus	0	900	85,000	25,000	0	1,700	900	113,500
Dar Es Salaam	336,000	16,000	550,000	0	0	0	400	902,400
Dhahran	0	0	0	0	2,175	0	0	2,175
Dhaka	296,031	0	450,534	0	0	0	0	746,566
Commissary Dhaka	0	10,000	0	311,318	0	0	0	321,318
Recreation Dublin	71,500	0	46,000	0	0	0	0	117,500
Frankfurt	0	15,053	0	74,278	0	10,803	0	99,934
Freetown	0	0	80,000	0	0	0	0	80,000
Gaborone	0	0	30,000	0	0	0	0	30,000
Geneva	377,354	3,975	113,777	0	0	0	0	495,107
Georgetown	73,585	0	96,909	0	0	0	0	170,495
Guangzhou	0	0	0	0	0	0	0	0
Guatemala	125,000	0	400,000	0	0	0	0	525,000
Guayaquil	0	0	0	1,838	0	0	0	1,838
Havana	0	0	29,971	0	0	0	0	29,971
Helsinki	44,027	11,784	69,821	51,198	0	0	0	176,811
Hong Kong	32,166	0	128,433	83,751	0	0	0	244,350
Islamabad	0	2,700	1,561,650	0	0	0	2,850	1,567,200
Istanbul	0	0	26,000	0	0	0	0	26,000
Jakarta	400,000	0	1,200,000	98,147	0	0	0	1,698,147
Jeddah	1,562,896	19,584	0	60,000	0	0	7,000	1,649,480
Karachi	0	25,000	500,000	490,000	9,000	0	0	102,400
Kathmandu	0	1,041	500,000	36,517	0	7,570	2,000	547,130
Kavala Relay	0	200	14,500	2,500	0	0	0	17,200
Khartoum	0	0	0	0	0	0	0	0
Kigali	0	3,700	0	0	0	0	400	4,100
Kingston	0	0	491,789	10,182	0	0	0	501,972
Kinshasa	1,175,080	54,000	730,000	205,760	0	50,000	0	2,214,840
Kuala Lumpur	0	0	111,182	0	0	0	0	111,182
Kuwait	0	2,004	0	48,000	0	0	0	50,004
La Paz	164,400	0	1,277,309	0	0	0	31,546	1,473,256
Lagos	795,333	9,850	750,000	147,000	0	0	882	1,702,865
Lahore	0	0	0	23,788	0	0	0	23,788
Libreville	0	0	0	0	6,500	0	0	6,500
Lima	675,398	43,139	380,170	0	0	0	0	1,098,707
Lisbon	196,085	5,000	0	37,877	0	0	0	237,963
Lome	182,328	0	55,156	0	0	0	0	237,484
London	197,000	325	0	547,527	0	0	0	744,852
Lusaka	138,000	3,770	150,000	0	0	0	0	291,770
Madrid	583,681	0	308,310	0	0	0	0	871,991
Managua	1,040,000	0	326,000	100,000	0	0	0	1,466,000
Manila	0	0	1,125,215	820,157	372,892	81,735	0	2,399,999
Mexico City	775,000	5,000	900,000	0	0	0	0	1,680,000
Mogadishu	1,099,137	17,762	495,000	44,366	0	59,500	0	1,706,765
Monrovia	1,620,870	0	227,274	163,363	0	0	0	2,011,508
Montevideo	265,427	0	137,755	0	0	0	0	403,182
Montreal	0	0	50,000	0	0	0	0	50,000
Moscow	340,474	600	375,000	0	0	0	13,000	729,074
Munich	0	16,000	0	0	0	0	0	16,000
Muscat	185,000	1,500	0	0	0	0	0	186,500
Nassau	0	0	15,710	0	0	0	0	15,710
New Delhi	142,140	0	1,181,579	425,341	32,280	34,857	0	1,815,997
Niamey	0	6,500	0	33,300	0	820	0	40,320
Nouakchott	0	0	250,000	30,000	0	0	400	280,400
Oslo	0	0	129,271	162,959	0	0	0	292,230
Ottawa	78,000	0	120,000	0	0	0	0	198,000
Panama	250,000	0	50,000	0	0	0	0	300,000
Paris	2,900,000	241,000	1,500,000	550,000	1,000,000	700	34,000	6,225,700
Philippines Relay	0	2,067	0	0	0	0	0	2,067
Port Au Prince	0	0	398,025	0	0	0	0	398,025
Port of Spain	213,408	0	20,219	0	0	0	0	233,627
Prague	180,000	2,515	463,800	142,300	0	0	924	789,339
Pretoria	0	0	50,000	0	0	0	0	50,000
Quito	21,000	1,200	150,000	0	0	0	0	172,200
Rabat	531,600	5,279	775,772	117,641	0	0	3,314	1,433,609
Rangoon	417,250	4,235	312,000	106,000	0	0	0	839,485
Rhodes Relay	0	0	12,735	0	0	0	0	12,735
Rio de Janerio	0	0	102,536	45,183	0	0	458	148,178
Riyadh	900,000	125	0	-3,000	0	1,500	0	898,625
Rome	0	1,000	910,000	0	0	0	0	911,000
San Jose	0	4,300	215,000	0	0	0	0	219,300
San Salvador	1,850,000	0	600,000	90,000	0	0	1,500	2,541,500
Sanaa	0	0	130,000	0	0	0	0	130,000
Santiago	22,360	77,737	151,818	0	0	3,347	0	255,262
Santo Domingo	0	0	400,000	0	0	0	5,000	40,500
Sao Paulo	0	0	45,202	0	0	0	0	45,202
Seoul	563,000	6,000	144,000	1,095,000	0	1,800	0	1,809,800
Sofia	99,606	450	0	20,939	0	3,418	3,149	127,562
Stockholm	150,000	0	255,754	0	9,784	0	0	415,538
Tegucigalpa	0	0	1,005,000	0	0	0	0	1,005,000
Tel Aviv	52,265	0	853,004	100,606	24,337	200,000	0	1,230,212
Thessaloniki	0	0	0	0	0	0	0	0
Tokyo	108,000	48,300	542,000	200,400	0	0	13,300	912,000
Toronto	0	0	0	1,000	0	0	0	1,000
Tunis	0	0	450,000	55,000	0	0	250	505,250
Vienna	498,258	1,800	491,885	0	0	0	0	991,943
Vientiane	26,400	0	18,000	0	0	0	0	44,400
Warsaw	38,161	0	280,764	169,326	0	0	0	488,251
Yaounde	0	0	12,008	0	0	50,000	0	62,008
TOTAL	37,404,995	1,097,553	33,666,275	9,863,696	2,841,880	2,637,612	987,275	88,499,286

Source: State Department, Office of Commissary & Recreation Affairs.

Note: Single figures may not add up to totals because of rounding.

Military Market index

COMMISSARIES

		AUGUST			YEAR TO DATE		
		CY'85	CY'84	% CHANGE	CY'85	CY'84	% CHANGE
	CONUS	$163,499	$161,655	1.14%	$1,246,021	$1,212,358	2.78%
	OVERSEAS	28,656	30,817	-7.01%	208,129	238,631	-12.78%
AIR FORCE*	TOTAL	**192,155**	**192,472**	**-0.16%**	**1,454,150**	**1,450,989**	**0.22%**
	CONUS	114,765	112,455	2.05%	858,690	848,610	1.19%
	OVERSEAS	32,865	33,600	-2.19%	250,110	262,395	-4.68%
ARMY	TOTAL	**147,630**	**146,055**	**1.08%**	**1,108,800**	**1,111,005**	**-0.20%**
	CONUS	57,773	56,240	2.73%	494,817	476,296	3.89%
	OVERSEAS	6,326	6,919	-8.57%	54,995	56,312	-2.34%
NAVY	TOTAL	**64,099**	**63,159**	**1.49%**	**549,812**	**532,608**	**3.23%**
	CONUS	14,879	12,718	16.99%	112,981	103,824	8.82%
	OVERSEAS	203	294	-30.95%	1,964	1,738	13.00%
MARINE CORPS	TOTAL	**15,082**	**13,012**	**15.91%**	**114,945**	**105,562**	**8.89%**
	CONUS	276	318	-13.21%	2,103	1,930	8.96%
	OVERSEAS	282	328	-14.02%	2,325	2,230	4.26%
COAST GUARD	TOTAL	**558**	**646**	**-13.62%**	**4,428**	**4,160**	**6.44%**
	CONUS	$351,192	$343,386	2.27%	$2,714,612	$2,643,018	2.71%
ALL	OVERSEAS	$68,332	$71,958	-5.04%	$517,523	$561,306	-7.80%
COMMISSARIES	TOTAL	**$419,524**	**$415,344**	**1.01%**	**$3,232,135**	**$3,204,324**	**0.87%**
GROCERY STORES	U.S.[1]	$23.355	$22.063	5.86%	$174.344	$166.917	4.45%

* Air Force data has been adjusted to reflect the transfer of Alaskan commissaries from the Pacific Region to the California Region because of AFCOMS reorganization, thus accounting for the large percentage change.

EXCHANGES

		AUGUST			YEAR TO DATE		
		CY'85	CY'84	% CHANGE	CY'85	CY'84	% CHANGE
	CONUS	$246,135	$245,125	0.41%	$1,873,075	$1,836,284	2.00%
	OVERSEAS	154,121	154,515	-0.25%	1,215,191	1,237,750	-1.82%
AAFES	TOTAL	**400,256**	**399,640**	**0.15%**	**3,088,266**	**3,074,034**	**0.46%**
	CONUS[2]	92,007	94,969	-3.12%	688,450	688,241	0.03%
	OVERSEAS[2]	37,867	37,925	-0.15%	288,659	290,213	-0.54%
NAVY	TOTAL[2]	**129,874**	**132,894**	**-2.27%**	**977,109**	**978,454**	**-0.14%**
	CONUS	29,632	29,936	-1.02%	226,854	220,916	2.69%
	OVERSEAS	4,870	4,621	5.39%	38,936	37,890	2.76%
MARINES	TOTAL	**34,502**	**34,557**	**-0.16%**	**265,790**	**258,806**	**2.70%**
	CONUS[3]	7,094	6,494	9.24%	52,715	48,932	7.73%
	OVERSEAS[3]	509	885	-42.49%	4,057	6,252	-35.11%
COAST GUARD	TOTAL[3]	**7,603**	**7,379**	**3.04%**	**56,772**	**55,184**	**2.88%**
	CONUS[4]	935	795	17.61%	8,865	9,656	-8.19%
	OVERSEAS[4]	2,873	3,032	-5.24%	24,701	30,693	-19.52%
MAIL ORDER	TOTAL[4]	**3,808**	**3,827**	**-0.50%**	**33,566**	**40,349**	**-16.81%**
	CONUS	$375,803	$377,319	-0.40%	$2,849,959	$2,804,029	1.64%
	OVERSEAS	$200,240	$200,978	-0.37%	$1,571,544	$1,602,798	-1.95%
ALL EXCHANGES	TOTAL	**$576,043**	**$578,297**	**-0.39%**	**$4,421,503**	**$4,406,827**	**0.33%**
DEPARTMENT STORES	U.S.[1]	$11.457	$10.572	8.37%	$78.721	$74.658	5.44%

1) SOURCE: U.S. Department of Commerce. 2) Does not include sales of ship stores. 3) MM estimate, based on official data. 4) Includes consolidated sales for all services, including Coast Guard.

NOTE: Individual figures may not add to totals because of rounding. All sales are expressed in millions (add 000), except grocery stores and department stores, which are in billions. Commissary sales include appropriate surcharges; exchange sales include concession volume.